



Montgomery County, Maryland  
DEPARTMENT OF TRANSPORTATION



# 2009 Annual Report

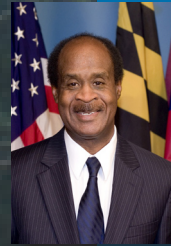
This report highlights the achievements of the department's divisions over fiscal years 2007 and 2008. It also outlines some of the key directions for the reorganized Department of Transportation in the next fiscal year and beyond. A special section highlights accomplishments of the former Department of Public Works and Transportation over the 13 years of its existence.



Above Photo: Reconstructed Montrose Road opened June 2008, as part of the Montrose Parkway West Project.

Cover Photo: One of Ride On's new hybrid diesel-electric powered buses.





**Isiah Leggett**  
County Executive

"Montgomery County residents demand a responsive and accountable government that puts greater emphasis on our customers – our county residents. This reorganization plan (for the Department of Transportation) will help create a more efficient and effective organization that has a greater focus on public service and accessibility."



**Arthur Holmes, Jr.**  
DOT Director

"I support the County Executive's reorganization plan, and I look forward to a new focus on the transportation challenges facing this county. Whether it's working to reduce traffic congestion or finding ways for all of us to move about in a more sustainable manner, the people of Montgomery County can depend on this department to lead the way."

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# Recognition

Highlighted are  
the outstanding  
achievement, service  
and merit awards  
received during  
fiscal years  
2007 and 2008.

[“Engineering Award of Excellence”](#) from the International Parking Institute – to the Divisions of Capital Development and Operations for the Woodmont Corner Garage Restoration Project.

[“Best of Category Award”](#) from the National Association of Counties – to the Division of Capital Development for its publication entitled, “Manual for Planning, Design, and Construction of Sustainable Buildings.” This category highlights outstanding model programs.

[Article published in 2008 Federal Highway Administration Accelerated Bridge Construction: Highway for Life Conference](#) – the article was entitled



[“Replacement of Mouth of Monocacy Road Bridge over CSXT, Montgomery County, Maryland.”](#) The paper described an innovative construction method developed for this project. Temporary bridge abutments were constructed adjacent to the existing bridge, prefabricated trusses were assembled in a staging area adjacent to the road at the site, and the entire superstructure was lifted into position on a temporary alignment. Traffic was routed onto the temporary bridge while the existing bridge was demolished and new permanent abutments were

constructed in place. Then the entire bridge was lifted from its temporary location to its permanent position on the original alignment. As a result of this creative construction method, the Division of Transportation Engineering only impacted traffic for a total of 6 hours on two days (just a few hours for each movement of the bridge), rather than continuously for several months or needing to close the road. The procedure saved the County about \$200,000. (The article was co-authored by Timothy H. Cupples in the Division of Capital Development.)

[“Star Awards”](#) from the Washington Building Congress – for the Rockville Library, a construction project managed by the Division of Capital Development. The project received four awards: Electrical (lighting systems), Special Construction (drywall), and Special Construction (two awards for the terrazzo flooring’s design and construction aspects).

[Award from the American Institute of Architects](#) – for the Rockville Library, a construction project managed by the Division of Capital Development. The project was recognized for its design.

[“Honorable Mention”](#) from Montgomery’s Best Honor Awards Program – to the Division of Capital Development for its construction of the new Rockville Library within Rockville Town Center.

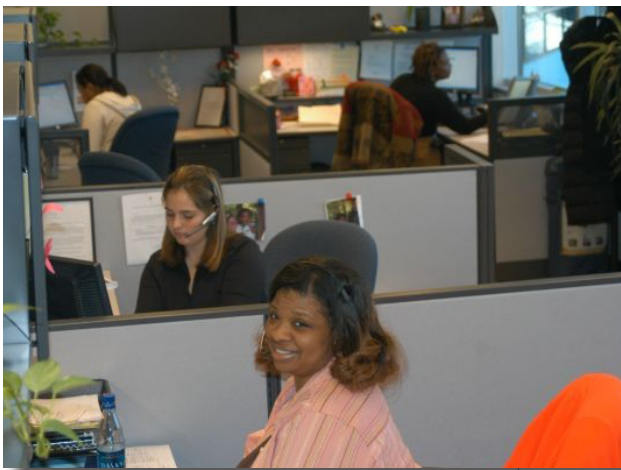
[“Partnership Award”](#) from Montgomery’s Best Honor Awards Program – to the Silver Spring Transit Center Coordinating Committee. This committee, consisting of representatives from many different County departments including heavy representation from DPWT, worked to see this \$74 million planned project become a reality. Construction started in 2008.

[“Honorable Mention”](#) from Montgomery’s Best Honor Awards Program – to the Division of Capital Development for its Drainage Assistance Program.

[“Achievement Award”](#) from the National Association of Counties – to the Division of Operations for its use of environmentally friendly products.

[“Environmental Award”](#) from Montgomery’s Best Honor Awards Program – for the Division of Operations. The division was recognized for its adoption of Green Seal products to clean County facilities and for its requirement that all





paper products used in County facilities be made from 100 percent recovered materials.

**"Achievement Award"** from the National Association of Counties – to the Division of Operations for its innovative approach to residential resurfacing using chip seal patching in combination with micro paving procedures.

**"Customer Service Award"** from Montgomery's Best Honor Awards Program – for the Division of Operations' Customer Service Unit. This unit now handles more than 50,000 phone calls annually since starting in September, 2005.

**"Employer Services Regional Sales & Marketing Award"** from the Metropolitan Washington Council of Governments – to the Division of Transit Services for promotion of alternate transportation options to local employers. The outreach efforts of the Commuter Services section with employers produced the highest levels of participation of any program of this type in the region.

**Article in Summer, 2007 issue of the Journal of Cleaner Production** – featured discussion of pollution prevention initiatives in the department that have been proven to reduce costs, improve efficiency, reduce risk, reduce liability, and provide a safer work environment. (The article was written by Ligia Moss in the Director's Office.)

**"2007 Recycling Systems Gold Excellence Award"** from the Solid Waste Association of North America – to the Division of Solid Waste Services for its programs and facilities that promote

socially, environmentally and economically sound management of solid waste. The Recycling Center received the award for its safety record and revenue generation that exceeded operating costs. Since its inception in 1991, over 125,000 school children have toured the Recycling Center to learn about recycling.

**Article in December, 2007 issue of Washingtonian magazine**

– Montgomery County was named as the top area jurisdiction for recycling. Out of 13 local jurisdictions, the magazine cited the county as having one of the nation's top recycling rates, which is at a new, all-time high of 43.2 percent. Specifically mentioned were the curbside pickups and the household hazardous waste drop offs at the Division's Shady Grove Processing Facility and Transfer Station in Derwood.

**"2007 Regional Recycling Leadership Award"** from the Rechargeable Battery Recycling Corporation – to the Division of Solid Waste Services for its Household Hazardous Waste Program and its successful efforts in recycling rechargeable batteries under the name "Call2Recycle."

**"Partnership Award"** from Montgomery's Best Honor Awards Program – to the Division of Solid Waste Services for their work on the "Save the Planet" programs. The Division was a part of the multi-agency committee that developed this series of eight programs to heighten awareness and encourage dialogue among county residents on issues of climate change and global warming.

**"Salute a Green Hero Award"** from the Maryland Grain Producers Utilization Board – to the Division of Fleet Management Services for its E-85 Ethanol program for both County vehicles and public use.



# Accomplishments

Here are  
the major  
accomplishments  
of the  
department  
during  
fiscal years  
2007 and 2008.

## DIVISION OF CAPITAL DEVELOPMENT

Bruce Johnston, Chief

**Building Projects** – One of the largest transportation projects in the County is now poised for construction as the Division received bids for the \$90.7 million Silver Spring Transit Center. This project, a partnership with the Maryland Transit Administration and the Washington Metropolitan Area Transportation Administration, has undergone an extensive Value Engineering review. (Note construction began in late 2008). The division also received construction bids for the Silver Spring Civic Building.

Other building projects which began construction in 2007/08 include:

- West Germantown Fire Station
- East Germantown Fire Station
- Burtonsville Fire Station Addition
- Takoma Park Fire Station
- Mid-County Recreation Center
- Glen Echo Park Rehabilitation Phase V

Building projects that were completed in 2007/08 include:

- Rockville Library
- Germantown Library

**Transportation Projects** – The department's commitment to a balanced transportation program continues

with beginning construction of:

- US 29 sidewalks
- Fairland Road improvements
- Shady Grove Road noise walls
- Citadel Avenue Extension
- Nicholson Lane bridge
- Greencastle Road
- Quince Orchard Road spot safety improvements Transportation projects that were completed in 2007/08 include:
- Over 9 miles of sidewalk throughout the county
- Montrose Parkway West
- Stringtown Road



- Mouth of Monocacy Road bridge
- Brink Road bridge
- Valley Brook Drive pedestrian trail and bridge
- Forest Glen pedestrian bridge
- Park Lane reconstruction
- Valley Park Drive
- Skylark Road
- Warfield Road at Plum Creek
- Old Columbia Pike roundabout
- Muncaster Road
- Numerous comprehensive drainage improvements including at:
  - Sonoma/Ayrlawn
  - Eldrid and Johnson Avenue
  - Town of Chevy Chase
  - Tomlinson Avenue
  - Snider Lane
  - Brookville Road
  - Baltan Road





## DIVISION OF FLEET MANAGEMENT SERVICES

Millie Souders, Chief

### Transit Buses for New Service

**Augmentation** – The Division in a cooperative effort with the Division of Transit Services implemented the new service augmentation in FY07. The 17 buses Fleet Management provided for the Ride On service expansion to address growing ridership were buses that were originally scheduled to be removed from service.

### Partnership for the Purchase of Compressed Natural Gas

– The Division partnered with the Division of Operations and the Office of Procurement in a cooperative purchase of natural gas through the Washington Metropolitan Council of Governments. Fleet Management utilized natural gas as fuel for 95 transit buses at the Equipment Maintenance Operations Center, which translates into approximately 1.8 million therms annually. Through the reverse auction process, the Division was able to save approximately five cents per therm or a total of \$270,000 in savings over the three-year life of the contract.

**More Alternative Fuel Vehicles** – The Division has participated in the successful growth of the alternative fuel fleet in both automotive and transit applications by procuring and maintaining these vehicles. The alternative fuel fleet currently consists of:

- 95 Compressed Natural Gas fueled transit buses
- 3 Compressed Natural Gas fueled passenger vehicles
- 14 Diesel-Electric Hybrid transit buses
- 21 Gasoline-Electric Hybrid passenger vehicles
- 123 Ethanol (E-85) compatible passenger vehicles
- 5 Clean diesel transit buses

**Pilot Programs Enhance Alternative Fuel Use and Improve Air Quality** – A series of pilot programs were initiated.

- Replacing the aging and small compressed natural gas (CNG)

site with a new CNG site capable of supporting the County's small vehicle CNG needs as well selling CNG to the public.

- Beginning to replace ultra-low sulfur diesel (ULSD) with biodiesel fuel at the depot in Damascus, the Equipment Maintenance & Operations Center Service Lane in Derwood, and the Brookville Maintenance Facility Service Lane in Silver Spring. The remaining fuel sites will follow.



- Establishing a Spill, Prevention, Control and Countermeasure Plan to support the County's activities at a facility leased by the County to support small transit bus operations and maintenance.
- Piloting the retrofit of 10 dump trucks with diesel oxidation catalysts to reduce the tailpipe emissions.

### Expanded Bus Maintenance

**Responsibilities** – In the spring of 2008, the Division took over the maintenance operations of the small bus service in Kensington to support the Division of Transit Services' Ride On bus system. This required staffing an additional location with mechanics, supervisors, and parts personnel.

## DIVISION OF OPERATIONS

Steve Nash, Chief

### Environmental Clean-up

– The Division participated in two environmental clean up programs. Refresh Montgomery was a concentrated effort to spruce up several arterial roadways in the county by conducting





enhanced litter collection and vegetation control with increased spraying and mowing. The initiative collected over 20 tons of trash and debris. The Anacostia Watershed Trash Reduction program was another effort undertaken in the eastern side of the county. This program removed 9.5 tons of trash from 30 roadways in the portions of Anacostia Watershed.

**Community Outreach** – In FY07 and FY08 the Division mailed out over 30,000 newsletters announcing infrastructure repairs and maintenance activities to residents in affected

neighborhoods as a part of a community outreach initiative. These one-page newsletters contain up to date information to residents about paving, road repairs, tree work, and Renew Montgomery programs in specific communities.



#### Increased Services –

The Division, utilizing a centralized call center and technological advances, increased services and responded to over 110,000 customer requests in FY07 and FY08. Service work included over 21,000 tree service requests which allowed the Division to reduce the backlog to less than one year (3,300 trees were planted, 14,800 trees were inspected, 3,400 trees and 4,100 stumps were removed, 2,500 individual trees were pruned, and 37 entire neighborhoods were block pruned); collecting over 300,000 cubic yards of leaves during the fall leaf pick-up periods; collecting over 1,700 Tons of debris through county-wide street sweeping operations; and responding to 27 Winter storm events.

**New Facilities** – The Division opened a new state-of-the-art maintenance depot at the Bethesda Depot, including a new salt barn with a capacity

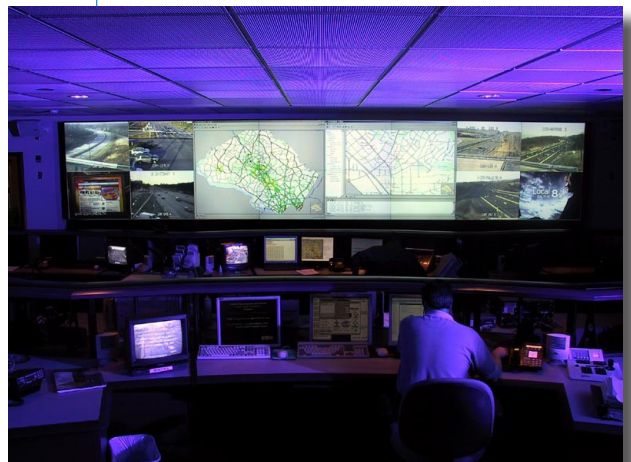
to store up to 10,000 tons of salt for winter use; and completed construction of Briggs Chaney Road roadway shoulder bike paths.

**Road Resurfacing Program** – 468 lane miles of micro seal resurfacing were completed in FY07 and FY08. Micro seal resurfacing enhanced the existing pavement, filled cracks and small voids efficiently, and extended the life of the pavement. In addition the Division paved 125 lane miles of arterial roads.

**Intersection Improvements** – The Division completed construction of a variety of intersection and minor corridor projects that improved safety or added additional transportation capacity. Projects included:

- Bonifant Street & Georgia Avenue
- Brookfield Road & Summit Avenue
- Brookville Road & Warren Street
- Connecticut Avenue from Grand Pre Road to Bel Pre Road
- Warfield Drive & Plum Creek Road
- Ridge Road (MD 27) & Oak Drive

**Subdivision Review Fees** – The Division developed legislation and an Executive Regulation to begin charging developers a fee for the review of transportation elements within subdivision plans. The revenues will be used to fund additional positions to handle the workload in the subdivision unit and provide better service to developers and applicants. (Note this fee went into effect on November 1, 2008.)



**Traffic Signal System Modernization** – The Division received \$19 million in County funding to modernize the County's traffic signal system. Planning and engineering occurred during FY07 and FY08, and the funding will allow improvements to be installed starting in FY09.

**Highway Service Patrols** – This initiative was started in FY05 with the goal of having several teams in specially equipped trucks cruising in traffic during rush hours. The trucks were purchased and set up by the Division of Fleet Management Services. The teams are able to respond to accidents and other problems that block travel lanes. By moving a disabled car or truck out to the shoulder, they quickly restore normal traffic flow. In FY07 and 08, the Service Patrol responded to 1,600 roadway incidents.

**LED Traffic Signals** – The Division completed the fourth year of a five year initiative to install Light Emitting Diode (LED) type lights in all County-owned traffic signals. LEDs are more reliable, last longer, and use less energy. As of the end of FY08, 219 County owned intersections have been completed.

**New Pedestrian Signals** – An additional 65 intersections were outfitted with pedestrian countdown displays during FY07 and 08, bringing the total number of County-owned intersections with these devices to 155.

## **DIVISION OF SOLID WASTE SERVICES**

**Dan Locke, Chief**

### **Continued Commitment to Recycling**

– Through the Division's numerous and varied recycling programs and initiatives, residents living in single-family homes, multi-family apartments and condominiums, and people working in businesses and organizations located in the county recycled a record 528,187 tons of recyclable materials by the close of FY08, an amount equal to 43 percent of all waste generated.

**Recycling Generates Revenues** – In FY08 the Division earned more than \$3.8 million in revenues from the sale of commingled materials sorted at the Recycling Center. These returns more than covered the costs of operating the facility.

**Pilot Cooperative Recycling Program for Small Businesses** – The Division expanded its Recycling Cooperative Collection program designed to assist small businesses to recycle more efficiently and at lower cost. Being tested in Bethesda and Silver Spring, this program assisted smaller-scale businesses by sharing the costs of hiring a recycling collection contractor. Results have been substantial, with participating businesses saving between 29 and 38 percent a month for their refuse and recycling collection service (as compared to their monthly costs prior to the project), and recycling up to 68 percent of their waste.

### **Business Support and Community Outreach**

– In FY07 and FY08, Division staff visited almost 18,000 businesses and organizations at their throughout the county and provided them with individualized technical assistance in setting up, maintaining, and expanding their waste reduction and recycling programs. Staff visited 6,725 multi-family properties to provide assistance and training to apartment and condominium properties. As a result of these and other educational and training opportunities conducted for the business community, 44,000 services were directly provided to businesses. Staff also coordinated or participated in 500 community outreach events, offering information about recycling, waste reduction and buying recycled to 56,000 people living or working in the county.

**Promotion of Grasscycling** – To increase the amount of grass and leaves that residents manage in their own backyards, the Division increased its composting education





and training. Staff provided more 5,500 compost bins to residents during FY08 alone. Two mailers were sent to all single-family households in the County, one on the benefits of grasscycling, the other providing instructions on backyard composting. By promoting backyard composting and optimizing preprocessing operations the Division was able to reduce tonnage to the County's Dickerson yard trim composting facility. FY08 was the first year since FY02 that no back-up composting contractors were needed.

**Increased Use of Rail Shipping** – In FY08, a record 47 percent of the incoming tonnage to the County's Composting Facility was transported by rail rather than truck, saving 1,582 truck trips on Route 28. This is up from 28 percent in FY07, and is attributed to the exemplary logistical coordination among County contractors.

**Biodiesel Initiative** – FY08 completed the first full year of the Division's biodiesel initiative in which all equipment at the Dickerson Composting Facility was operated on biodiesel. No problems were encountered in the initial phases.

**Resource Recovery Facility Continues to Generate Revenues** – In FY08 the incineration of the county's waste produced as

a by-product a record \$26.8 million from electricity and ferrous sales.

**Television Recycling Program** – In FY08, the Division began accepting televisions and other small electronic items for recycling. Dropped off units are sent to a local firm who extracts the various components for re-use.



## DIVISION OF TRANSIT SERVICES

Carolyn Biggins, Chief

**Record Ridership** – Ride On ridership continued to outpace expectations for both FY07 and FY08, increasing roughly five percent in FY08 above the previous year. Ride On carried nearly 30 million passengers in FY 08 or roughly 95,000 passengers a day.

**Transitioned Contracted Service** – To increase customer service and reliability of the Ride On system, the Division brought its small bus service in-house. Now, all Ride On routes are under one management. Accountability and responsiveness are expected to improve.

**Increased Efficiency of Ride On System** – In the spring of 2008, the Division eliminated several of Ride On's lowest productivity routes. Some routes were retained but with changes after soliciting and evaluating customer feedback.

**Seniors Ride Free** – Ride On expanded the popular Seniors Ride Free program from just off peak hours to all hours that Ride On and MetroBus service operates in Montgomery County. Over 2,600 riders enjoy the service daily. The total number of seniors completing the Senior Reduced Fare Application for FY08 was 3045. This was a 50 percent increase over the 2050 in FY 07.





# Directions

The divisions have numerous initiatives they plan to introduce in Fiscal Year 2009 and beyond. Implementation of these programs or services will be contingent upon available resources. Some will be tested and evaluated prior to full scale implementation.

## DIVISION OF TRANSPORTATION ENGINEERING (formerly CAPITAL DEVELOPMENT)

Bruce Johnston, Chief

**Road Projects** – The Division will renew its commitment to reducing congestion and providing a balanced transportation



network by implementing projects called for in Master Plans, and following our long range transportation plan, Go Montgomery! Significant projects in the design stage include:

- Woodfield Road Extension
- Montrose Parkway East
- Nebel Street Extension
- Father Hurley Boulevard Extension
- Northern Damascus Park & Ride lot
- Shady Grove Metro access bike path
- Chapman Avenue Extension

**Enhanced Project Management** – The reorganization of the department will permit the Division to focus on transportation projects. The Division plans to update its project management software. Priorities will include project schedule, budget, and communication as the key components of successful project implementation.

## DIVISION OF FLEET MANAGEMENT SERVICES (now a part of the new Department of General Services)

Millie Souders, Chief

**Police Department Vehicles** – The Division initiated in FY07 a pilot program testing a new class of police pursuit vehicle with the purchase of Dodge Magnums. These

vehicles were expected to provide the Police Department with improved equipment storage capabilities for special service usage. The Division continued to increase its fleet of Dodge Charger police package vehicles in FY08 to approximately 75 vehicles based on initial positive feedback from the pilot program. However, although the vehicle performs well overall, there have been problems involving the oil cooler on the V6 models and other electronic and wheel bearing issues. As a result,

Fleet in cooperation with Police, has decided to purchase Ford Crown Victorias for FY09 to diversify the fleet and not excessively rely on any one type of vehicle.





### Heavy Equipment Operations –

The Division of Highway Services had a successful leafing and snow removal season, not once falling below 95 percent vehicle availability. Fleet has purchased and put into service 20 new Sterling single axle dump trucks to be well prepared for the 2008/2009 fall

and winter seasons.

## DIVISION OF HIGHWAY SERVICES (formerly a part of the Division of Operations)

Keith Compton, Chief

**Pavement Management System** – In FY08 the Division of Operations began testing a Pavement Management System to rate County-maintained roads. This rating will serve as a benchmark for a data-driven scheduling of future maintenance for all roads. As a component of these efforts the Division will propose a series of new or expanded Capital Improvement Program projects beginning with a Road Rating system that will measure the condition of all 4800 lane miles of county roadways, a Rural Roadway Resurfacing initiative, and a Residential Roadway and Rehabilitation program.

**New Storm Operations Center** – The Division of Operations will open a new Storm Operations Center to help manage storms more effectively. (Note the Center opened in the fall of 2008.) The center will improve responsiveness to storms by enhancing communications and bringing together technology and managers in one location. The state-of-the-art technology will include:

- WeatherBug®, a web-based local weather forecasting system, to better assign staff and

equipment to areas most impacted by weather conditions;

- Stream video of traffic conditions from 185 traffic cameras;
- An 800 megahertz radio system to communicate with highway depots, Ride On, Police, Fire and Rescue, and State officials; and
- A web-based snow program to track progress on plow routes.

**Expand Outreach Efforts** – The Division plans to expand its outreach efforts through the development of a Cable TV broadcast in conjunction with the Public Information Office focusing on road maintenance programs and initiatives.

## DIVISION OF PARKING MANAGEMENT (formerly a part of the Division of Operations)

Steve Nash, Chief

**Credit Card Payment at Selected County Parking Garages** – County parking garages that use the pay-by-space and pay-on-foot revenue collection systems are being upgraded in fiscal year 2009 to accept credit card payments for parking.

**“Self-Release” Booting Program** – In the Spring of 2009, the Division will introduce a customer service enhancement which streamlines the process for paying overdue, outstanding fines and allows parkers to “self-release” their immobilized vehicles.

**“Pay-by-Cell Phone” Technology** – In Fiscal Year 2010, the Division will begin a pilot project introducing an optional parking payment method which allows customers to use their cell phone to pay for parking at metered spaces.

## DIVISION OF TRAFFIC ENGINEERING AND OPERATIONS (formerly a part of the Division of Operations)

Emil Wolanin, Chief

**Pedestrian Safety** – The Division will continue focused activities on pedestrian safety by developing or enhancing projects and programs that can be implemented where appropriate to calm traffic, reduce travel speeds, and improve safety for pedestrians and vehicular traffic. An example of this is the Arcola Avenue





Road Diet, which will feature pedestrian safety components and traffic calming measures. (Note construction occurred in the fall of 2008. Prevailing travel speeds were subsequently reduced by about 10 mph.)

**Traffic Signal Enhancement** – The Division will deploy Uninterruptible Power Supply (UPS) equipment and battery back-up capabilities at all County-owned signalized intersections, and partner with the State Highway Administration for installation of similar equipment in State-owned traffic signals. This new technology will provide continuity of operations during power outages. It will minimize disruptions and hazards to the motoring public thereby improving safety along roadways in the county.

### **DIVISION OF SOLID WASTE SERVICES (now a part of the Department of Environmental Protection)**

Dan Locke, Chief

**Expanding the County's Recycling Program** – The Division will increase the range of plastic items that residents can recycle in their curbside recycling collection program. With this expansion, Montgomery County's nationally recognized recycling program will become the broadest in the metropolitan region. Under the expanded program, County residents of single-family homes can recycle all empty plastic bottles, containers, tubs, lids, jars, pails or buckets, and flower pots. (Note this program began operation on July 1, 2008.

**Landfill Gas to Energy Project** – The Division will develop two landfill gas-to-energy facilities at the County's two closed landfills, Oaks Landfill and Gude Landfill. Both generate large volumes of landfill gas as trash in the landfills biodegrades. Currently, the gas is flared at both facilities. By redirecting the gas into an engine/electrical generator system, energy and revenue will be generated while carbon dioxide emissions will be reduced.

**Upgrade the Resource Recovery Facility's Air Pollution System** – The Division will install a Low Nitrogen Oxide system and replace the ammonia anhydrous tank and

system with a system that holds a non-hazardous liquid aqueous solution. The project will reduce nitrogen oxides (NOx) emissions by 50 percent. This project will make a substantial contribution toward regional ozone attainment.

### **DIVISION OF TRANSIT SERVICES**

Carolyn Biggins, Chief

**Strategic Planning** – Ride On completed a Strategic Transit Plan to guide its development and network to 2020. Increased demand and ridership are expected.

**Bus Maintenance and Storage Facility in Clarksburg** – The Ride On system is out of capacity at its current depots for bus storage space and maintenance bay space. The County Executive has recommended a new, additional garage be built in Clarksburg by 2012. The Council concurred.

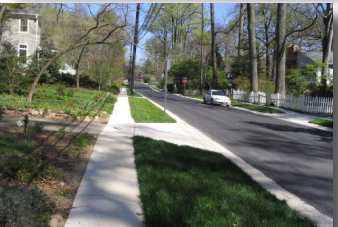
**Computer Aided Dispatch System** – Ride On will implement a new, updated CAD/AVL system which will provide reliable bus communications, improved safety and security features, and allow the system to implement real-time information for its passengers. Transit Information Call Center staff will use CAD/AVL to assist customers calling and inquiring about the location of buses. (Note this system is now partially operational.)

**Information at Bus Stops** – All bus shelters will be equipped with schedule and map information by 2010. Automated real-time bus information will also be displayed on electronic signs at selected high ridership bus stops.





# The Past 13 Years: DPWT Milestones



In July of 1995, eleven divisions in three different departments were merged into seven divisions of a new department named the Department of Public Works and Transportation. The new organization encompassed all the transportation functions plus fleet management, public building design, construction, and maintenance, and County-operated trash and recycling pick up and processing.

For the next 13 years, the department's divisions – some as large as entire departments elsewhere in the Executive Branch – delivered a vast array of services and programs. This special section highlights many of the major accomplishments of the Department of Public Works and Transportation during that time.

## DIVISION OF CAPITAL DEVELOPMENT

Numerous transportation initiatives to address congestion have been completed under the guidance and leadership of two County Executives. The Division was responsible for transportation-related Capital Improvement Projects. These projects involved planning, engineering, and constructing Montgomery County's infrastructure to the highest safety and performance standards possible, while paying close attention to citizen's input, environmental concerns, and economic constraints.

**Roads** – Over its 13 years of existence, the Division added nearly 60 lane miles of new roadways such as the Father Hurley Boulevard interchange at I-270, Germantown Road Route 118 Extended, Norbeck Road Extended, Stringtown Road Extended, Briggs

Chaney Road, Muncaster Road, Valley Park Drive, Middlebrook Road widening, Watkins Mill Road bridge widening, East Randolph Road widening, Robey Road, Shady Grove Road widening, Park Lane, Fairland Road, Skylark Road, and Briggs Chaney Road east of US29. The division improved 14 key intersections to relieve traffic congestion and improve pedestrian safety with two of the more recent projects being a roundabout at Old Columbia Pike and Perrywood Drive and Bonifant Street at Georgia Avenue.

**Transit Facilities** – In efforts to aid and encourage Transit ridership throughout the county, a new transit center facility was constructed in Germantown in partnership with a private developer, and a new Park-and-Ride facility was built in Damascus. Over 440 bus stop pads were constructed throughout the county.

**Bikepaths** – Approximately 40 miles of bikepaths were constructed, including separate bikepath bridges over I-495, I-270, and Rock Creek. Bikepaths were built in conjunction with roadway projects or independently such as the Georgetown Branch and North Bethesda Trolley Trail, and the \$7.7 million Forest Glen Pedestrian Bridge. The latter now provides much needed access to the Forest Glen Metro Station and surrounding area.

**Bridge Maintenance** – The Division biennially inspected 319 bridges and replaced or rehabilitated 44 bridges in the county. The Division applied protective coatings to 51 bridges over the past six years to extend their life expectancy.

**Storm Drain Projects** – The Division built new storm drain systems to provide critical drainage relief to 10 communities in various parts of the county.

**Sidewalks** – The Division constructed 95 miles of new sidewalks and over 3,000 curb-ramps to improve mobility and provide access to residents, employees, and visitors with disabilities.

**Policy Initiatives** – Major policy issues undertaken by the Division included developing the Transportation Noise Policy (the first county in the United States to do so); establishing the Wetland Review Committee; and developing “green” design standards.

## DIVISION OF FLEET MANAGEMENT SERVICES

**Introduction of Ethanol as Alternative Fuel** – The Division coordinated the opening of the Ethanol (E-85) Fuel Site at the depot on Crabbs Branch Way in May, 2002. Since then, the County's E-85 fuel site has become the largest volume dispenser of E-85 fuel in this metropolitan region.

**Recruitment Video** – The Division produced a video for use as a recruitment tool to hire mechanics and supply technicians. It is available in CD, DVD and VHS format.

**Support for Hurricane Katrina Victims** – On September 5th, 2003, to support Hurricane Katrina disaster relief efforts the Division provided a fuel truck and operator, 500 gallons of gasoline, and 1,500 gallons of diesel fuel. The truck accompanied a convoy of public safety vehicles and personnel to the New Orleans area. Additionally, a fully functional vehicle maintenance service truck was also provided.

**New CNG Fueling Equipment** – In May, 2004, the Division began using the new Compressed Natural Gas (CNG) Fast Fill site located at the depot on Crabbs Branch Way. With the site fully operational, it dramatically cut the fueling time for Ride On's new CNG-powered buses. Filling time fell from several hours to just about 4 minutes a bus.

**Greener Operations** – The Division eliminated over 8,600 aerosol cans with refillable pumps lowering greenhouse gases, reduced operating costs by eliminating hazardous waste

disposal costs, and promoting a safer environment for employees.

**More Efficient Operations** – The Division developed a program to salvage Ride On buses. Previously buses that reached the end of their useful life were sent to auction for a minimal return to the County. Now the vehicles are disassembled to recover all of their re-usable parts, with the scrap metal remains sold for salvage. Initial results found that vehicles that previously had yielded only about \$200 at auction were now yielding approximately \$20,000 in usable parts and \$1,200 in scrap metal sales.

## Contracted Operation of Certain Ride On Vehicles Brought In-House

– In March, 2008, the Nicholson Court Transit Shop was transferred from MV Transportation, Inc. to Fleet Management. With the aid of employees from the two other Division facilities, spare buses were made ready for use by the depot during the transition.

## DIVISION OF OPERATIONS

**Safe Routes to School** – The Division launched a proactive initiative to improve safety around all schools in the county. Baseline assessments were conducted to determine the prioritization of safety improvements needed at each school and serve as a guide for annual programming of improvement projects. State grants were obtained to accelerate this program and integrate education and enforcement components.

**Pedestrian Safety Focus** – The Division developed a variety of initiatives, programs and projects to improve the transportation environment for non-motorized users, namely pedestrians. New traffic signal technologies such as countdown and accessible pedestrian signals were deployed, crosswalks were re-striped on a three-year cycle, and a wider range of pedestrian features and accommodations were incorporated into construction projects to provide a more walkable community and reduce the likelihood of pedestrian crashes.







## Transportation Management

**Center** – The hub of the County's command and control system for the transportation network was co-located with the County's 911 and Emergency Operations Center. This new facility furthered the department's effort to integrate public safety and emergency management activities into the day-to-day operations of the transportation network.

## Advanced Transportation

**Management System** – The Division deployed leading edge technologies in the ongoing battle with congestion. The Advanced Transportation Management System (ATMS) was created to proactively manage traffic flow in the county. ATMS represents a \$47 million capital investment in the transportation network since its inception in the early 1990s. ATMS is the nation's first fully integrated traffic and transit management system.

## Management of the County's

**Parking Program** – Four new parking garages with a combined capacity of 2,700 spaces were added to the County's parking infrastructure. The County's parking program and its facilities were managed to support the dual public objectives of economic development and transportation management.

## Transfer of Funds to Support Mass

**Transit** – From 1998 through 2008, the Parking Lot Districts transferred \$32.3 million to the Mass Transit Fund to support alternate transportation efforts that in turn reduced the need for downtown parking.

## DIVISION OF SOLID WASTE SERVICES

During the past 13 years, many waste reduction, recycling, beneficial reuse, and disposal initiatives were implemented. The Division was responsible for providing world-class solid waste management for the people living and working in Montgomery County. Through the application of environmentally progressive and economically sound procedures, the Division strove to help

residents achieve the goal of recycling 50 percent of their waste.

## Residential Recycling

**Program** – The Division began a residential recycling program with curbside pickup to handle newspaper and all plastic bottles with necks. The program was subsequently expanded to include mixed paper recycling. In 2008 a major expansion of the program allowed residents to recycle more plastic items such as containers, tubs, lids, pails or buckets, and flower pots.

**Transfer Station** – Improvements were made at the Transfer Station to facilitate the drop-off of mixed paper, commingled recyclables (plastic bottles, cans, glass bottles and jars), scrap metal, oil, antifreeze, yard trim and other recyclable materials such as textiles and tires. Later computer recycling was added, then vegetable oil recycling for use as biofuel. In 2007, the growing usage of the Transfer Station required its expansion to decrease congestion, improve traffic flow and safety. The list of additional materials eligible for recycling at the Station continued to grow, with televisions and then other consumer electronics added by 2008.

**Overall Recycling Rates** – Recycling increased dramatically over the past twelve years. In FY96, 322,090 tons of materials were recycled by residents and businesses. This equated to a recycling rate of 35.3 percent. In FY07, 528,187 tons of materials were recycled, equating to a recycling rate of 43.2 percent.

**Resource Recovery Facility** – Rail spur lines were built in 1995 connecting the Transfer Station and the Resource Recovery Facility to existing rail lines, enabling waste and yard trim to be moved more efficiently via rail. That same year the Resource Recovery Facility (where waste is converted to energy) began operations.

**Landfill Closure** – In 1997 the Oaks Landfill was closed and ash from the Resource Recovery Facility began to be sent out of the County for disposal.



## **Concrete and Asphalt**

**Reusage** – The Division began in 1998 to ship clean broken concrete and asphalt to a recycling company that turns the material into a product used for road base.

## **New Regulations and**

**Enforcement** – A regulation banning the disposal of mandated recyclable materials in the trash was promulgated. The Division created a Recycling Investigations and Enforcement Unit to enforce the recycling regulations at the generator level.

## **DIVISION OF TRANSIT SERVICES**

**Code Red-Ride Free** – The Division was the first in the region to implement a program allowing free rides on Ride On during days in which air quality is deemed unhealthful (prompting a “Code Red” ozone alert). The program was later expanded to include Metrobus service operating in the county.

**Expanded Ride On Service** – The county’s local bus system has grown roughly 60 percent in the last 10 years by adding new routes, extending hours of operations, and increasing frequency of service. Ridership has grown 65 percent in the last 10 years, growing from 18 million trips in FY 98 to 30 million trips in FY 08. Ride On now currently averages 95,000 passenger trips a day.

**Enhanced Bus Fleet** – Roughly 30 percent of Ride On’s fleet is now environmentally friendly with more use of compressed natural gas and hybrid vehicles.

## **Automated Vehicle Locator**

**System** – Ride On upgraded its Computer Aided Dispatch/Automatic Vehicle Location System resulting in enhanced command and control, capacity for real-time customer information, and improved security for bus operations.

**Kids Ride Free** – The Division implemented a program to get more kids familiar with using the bus system by allowing kids in school to ride free from 2:00 pm to 7:00 pm weekdays. Later the program was expanded to include Metrobus service in the county.

**Free Wheeling** – Provided free and reduced rides on Ride On, Metrobus, and MTA commuter services in the heavily-congested I-270 corridor. Ridership increases were over 100 percent on some services and typically averaged 25 percent on most routes.

**New Transit Center** – Opened the Germantown Transit Center.

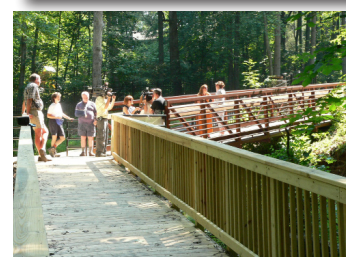
## **Enhanced Travel Opportunities for Seniors/People with Disabilities**

– The Division expanded its Call-N-Ride program by decreasing the age requirement, reducing maximum salary caps, increasing the number of available coupons per month, adding a fourth income category, and providing additional funding for more trips for more seniors. The Division first reduced senior/disabled fare on Ride On to half-fare all day, then later made the service free to seniors at all hours of operation.

**Taxi Service** – The Division revised the taxicab code, resulting in greater ability to control and enhance customer service.

## **Employer Mandates to reduce Single Occupant Vehicle Traffic**

– The Division worked for the passage of Council Bill 32-02 which required employers in the county to develop transportation management plans with annual updates. In addition, the Division oversaw the Council mandate to levy a transportation management fee on new development within Transportation Management Districts.



# The New MCDOT Organization

When County Executive Isiah Leggett was elected in November, 2007, he announced a series of principals that would characterize his administration. He vowed to pursue the common good by

working for and with Montgomery County's diverse community members to provide an effective and efficient transportation network, among other goals. Soon after taking office he began reviewing various departments in the Executive Branch.

The reorganization of the existing Department of Public Works and Transportation was subsequently announced. He lifted several major functions from DPWT and placed them into a new Department of General Services. This included fleet management, the construction and maintenance of public buildings, and management of County real estate. He moved the solid waste division, which included the County's recycling programs, to the Department of Environmental Protection.

The remaining functions of DPWT became the core of a new Department of Transportation. County Executive Leggett



cited the benefits of this newly focused MCDOT as it became known.

- Improved customer focus, service delivery, and accountability.
- Improved environmental sustainability that would advance green programs to reduce carbon impacts on the environment.
- Improved facility planning and asset management.
- Improved responsiveness, efficiency, and effectiveness.

The new MCDOT was to have the sole focus of moving people and vehicles within a balanced, coordinated, and safe network of transit, roads, bikeways, and pedestrian facilities. Below are the divisions and sections within each that make up this new department.





### DIRECTOR'S OFFICE

MCDOT Hotline  
240.777.7165

### DIVISION OF HIGHWAY SERVICES

Customer Service Center  
240.777.6000  
Administration & Management Services  
Pavement Management  
Right of Way Services  
Support Services

### DIVISION OF PARKING MANAGEMENT

Customer Service Center  
240.777.6000  
Engineering & Maintenance  
Financial Management  
Operations  
Property Development & Planning

### DIVISION OF TRAFFIC ENGINEERING AND OPERATIONS

Customer Service Center  
240.777.6000  
Development Review  
Management, Engineering &  
Administrative Support  
Traffic Engineering Design & Engineering  
Traffic Engineering Studies  
Transportation Management

### DIVISION OF TRANSIT SERVICES

Transit Information Center  
240.777.7433  
Management Services  
Customer & Operations Support  
Operations  
Commuter Services

### DIVISION OF TRANSPORTATION ENGINEERING

Engineering, Management &  
Administrative Support  
Transportation Planning & Design  
Transportation Construction  
Property Acquisition

For contact information, visit the department's website at [montgomerycountymd.gov/mcdot](http://montgomerycountymd.gov/mcdot). Or contact the Community Outreach office at 240.777.7155 to request a copy of the "Resident's Guide to Services" brochure. Community Outreach also publishes a pamphlet explaining the recent reorganization, a listing of resident/business advisory committees, a fact sheet on the department, a progress report on the Renew Montgomery program, and a handbook on the procedures used by the County to implement capital projects from concept to construction. This booklet is entitled "How To Get What You Need At MCDOT."



Providing a  
customer-  
focused,  
effective,  
and efficient  
transportation  
system  
meeting  
Montgomery  
County's  
needs.





## "Our Partners in Delivering Excellence"



MCDOT's Website  
[montgomerycountymd.gov/mcdot](http://montgomerycountymd.gov/mcdot)

MCDOT's Customer Service Center  
240.777.6000

MCDOT's Transit Information Center  
240.777.RIDE(7433)

MCDOT's Hotline  
240.777.7165

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For additional copies, write [mcdot.outreach@montgomerycountymd.gov](mailto:mcdot.outreach@montgomerycountymd.gov) or call 240.777.7155